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Class. Changed to: TS S **C** 1988
 Next Review Date: 15 DEC 1978
 Auth.: HR 70-3
 Date: By [redacted]

MEMORANDUM FOR: Deputy Director (Administration) 23 December 1954

SUBJECT: Request for Retention of [redacted] Positions in LO

REFERENCE: DD/A memo dated 21 July 1954 - Personnel Ceiling for the Logistics Office

1. Subject memorandum listed [redacted] positions, the justification for which appeared questionable to the DD/A based on review of the Management Survey of the Logistics Office of June 1954. It was understood that continuation of these positions beyond 1 January 1955 would require further, adequate justification. Most of the positions in this category were staff type positions and the question of the amount of manpower devoted to the writing of regulations was paramount. Therefore, a careful review has been made of the work load pertaining to these positions, and particular attention has been given to the Logistics Office Regulatory program from the standpoint of manpower and work assignments essential to the success of this program.

2. A total of 70 logistics issuances have been published. An additional 91 issuances are scheduled for publication; of this number 25 are being formally coordinated, 27 have been written and are in the various stages of working level collaboration, and 44 have yet to be written. Detailed information on these regulations is contained in the outline dated 5 October 1954 and forwarded to your Office.

3. While gratifying progress has been made, it is apparent that we are only half-way through the writing and publishing of regulations. It is difficult, of course, to estimate how much work will be required by any given regulation because of the extensive time consumed in "coordination". However, we have gained enough experience (the program began in February 1953) to estimate, with some assurance, that at the current rate of progress with manpower now available, it will take an additional two years to complete the basic logistics and travel issuances.

4. The Transportation Division, for example, has made important progress in the publication of the Government-Owned Issuances. However, the equally important Table now being coordinated, will require extensive revision and refinement, as does the is Household Goods and Personal Effects. Work has j Vehicle Replacement Standards. Better than 75 per publishing travel regulations lies ahead. This D

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approximately three man-years (non-clerical) to the regulations program. While the principal responsibility is placed on the Planning and Control Staff, other technical specialists, as in the case of Cargo Branch employees, necessarily are called upon to make a major contribution in the development of policies and procedures to be incorporated in regulations.

5. As the additional detailed information under Tab "A" will indicate, it is definitely felt that any reduction in the number of chauffeurs would be contrary to Agency interests.

6. Of the 31 issuances scheduled to be written by the Supply Division, 26 have been published. Among the unpublished regulations are basic issuances just as important, if not more so than some already issued; for instance, the Basic Procedures Handbook, the Supply Procedures Handbook, and Requirements Forecasts Regulations and Handbooks.

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7. The man-hours spent on regulations in the Supply Division total about three man-years. This represents but one phase, however, of the essential work carried out by the Control Staff as discussed under Tab "B".

8. There are positions in the Space, Maintenance and Facilities Branch, Real Estate and Construction Division, aside from the Telephone Section. All of these positions are filled by well-qualified employees carrying out essential functions. None of these positions can be eliminated without the curtailment of essential services. From the Division standpoint as a whole, the work load has remained virtually the same with one notable exception, that is the beginning of what will in the near future be a sizeable increase in work brought about by the planning required by the new CIA building. The major problem, therefore, is one of increasing the strength of the Real Estate and Construction Division rather than reducing the staff capabilities at this time. For additional information, please refer to Tab "C".

9. Actual experience during the past six months has substantiated the need for the junior administrative position requested in July to assist the two "O&M Examiners" that were previously authorized. Over all staff supervision and coordination of logistics regulations represents one full-time job. A 50 per cent increase in employee suggestions under the Incentive Awards program, resulting from the consolidation of General Services and Logistics, doubled the work load so that fully half of one person's time is required on this function alone. Administrative office services and other typical management functions—reports control, internal LO instructions and notices, maintenance of functional operating manual, and T/O control and assistance to operating officials in the streamlining and reduction of paper work—require the time of one and one-half persons. The position in question, therefore, is essential to the performance of these functions.

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10. As stated heretofore, review has been made of the work performed in each of the ☐ positions in question. Consideration has also been given to the possible reassignment of functions and adjustments in the work program which would make feasible the elimination of one or more of these positions. The ratio of work load to man-hours has been the subject of exhaustive analysis by management specialists over a period of two years. More recently a searching, critical review has been made by representatives of the Inspector General. This survey is not known to have produced any reactions that LO components are overstaffed. On the contrary, questions have arisen relative to apparent inadequate staffing. The recommendation of this Office that no reduction be made in the present personnel ceiling is fully consistent with the known conclusions of the several surveys mentioned. Generally speaking, in fact, the civilian personnel ceiling required to adequately fulfill Logistics Office responsibilities is below minimum strength in several areas. Recommendations indicating the need for increases are being prepared for separate submission.

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/s/

JAMES A. GARRISON
Chief of Logistics

3 Enclosures:

- 1 - Tab "A", Trans. Div.
- 2 - Tab "B", Supply Div.
- 3 - Tab "C", Real Estate & Constr. Div.

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TRANSPORTATION DIVISION (ENCLOSURE #1)

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1. Top priority has been placed on the development and

proposed TVA's to headquarters for approval. The detailed review of all TVA's will be accomplished within the Transportation Division and it is contemplated that this will place a considerable additional workload on this Division for the next six to nine months.

2. As discussed in reference (a), the weekly report of delayed motor pool service reveals the continued delay and cancellation of requests for motor pool service.

3. The workload of the Plans and Projects Section of the Cargo Branch remains constant with particular emphasis on the

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SUPPLY DIVISION (ENCLOSURE #2)

1. GENERAL

2. In addition to information contained in Tab B of reference (a) of the attached memorandum, the following is submitted.

a. The Chief of the Supply Division has three major responsibilities to perform. He is the Staff Supply Officer to the Director of Logistics; he is the Accountable Supply Officer for [redacted] the Headquarters property in-use assets which function contains the responsibility of the physical direction of the operation of the Supply System as such; and he has the responsibility of furnishing technical guidance and assistance to world-wide supply operations. The Control Staff acts as the single staff advisor in discharging these responsibilities and in effect assists the Chief of the Supply Division as Supply Controller. The specific duties and functions of this Staff are listed in enclosure #1 of Tab B, reference a.

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b. The concept of a Control Staff within a Supply Division is not new. It is a standard practice in the Military Service to have a Management and Procedures Office as a sub-division of the Base Supply of every installation. The officers assigned to this duty are assigned for three (3) years on the same basis as the Base Accountable Supply Officer. In a facility such as the Agency, this function is vital for the successful accomplishment of the Supply mission. The Control Staff does not duplicate the activities of the operation branches but serves as a tool by means of which the Chief, Supply Division, exercises his operational management, technical surveillance and staff responsibilities. The Control Staff coordinates inter-branch and inter-division, office and directorate activities on behalf of and for the Chief. If there was not a Control Staff, or with a Control Staff inadequately manned, the functions as enumerated above, which are part of the overall responsibilities of the Chief, Supply Division, would, of necessity, in whole or in part, devolve to the operational sections. Past experience has shown that such a situation far from resolving the problem has, in fact, adversely affected operations and seriously impaired proper staff work by placing too great a burden of responsibility on operating officials whose primary concern with day to day operational support precludes the proper discharge of either function.

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To this fact may be added the observation that closeness to most problems because of operational requirements prevented the impartial assessment so vital to completed staff work.

2. SUMMARY OF PROJECTS, Reports and Studies Accomplished, in Process or Scheduled by the Control Staff, Supply Division, since 24 January 1955.

a. Training:

- (1) Sixth and Seventh Logistics Support Courses. The Supply phase of the Sixth Course was two weeks; the phase for the Seventh Course has been expanded to three weeks to permit the inclusion of practical problems. Control Staff prepares the schedule and makes all necessary arrangements for Supply Division, provides instructors and the course moderator.
- (2) Nineteen (19) Agency employees have been given orientation and briefing on the functions and mission of Control Staff, and scheduled through the Division for sectional briefing.
- (3) All training requests and training schedules for internal and external training are processed by Control Staff.
- (4) The Supply Division Training Coordinator is supplied by Control Staff.

b. Special Projects:

These include [] and several special projects for TSS which have no specific name. These projects involve special handling, viz: special monitoring action is taken from date of requisitioning of supplies to date of delivery to user. Any delay, deviation, change in shipment procedure, storage holdovers, etc. are promptly checked and corrected to meet requirement of the situation.

c. Policy and Procedure:

- (1) A series of conferences have been held with FE Division and a procedure has subsequently been developed concerning the issue of and responsibility for equipment on temporary loan to FE Division for use in Headquarters. The same requirement exists for other Divisions of the DB/P and the Office of Training. Each procedure must be tailor-made to fit the requirements of the activity it serves.

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- (2) Considerable negotiation and coordination was required to develop the policy and procedure governing the shipment of sensitive items [] to a special component here in Headquarters.
- (3) A continuing need of recurring and one-time reports are prepared and monitored. For example:
 - (a) Consolidated Monthly Supply Operations Report
 - (b) Weekly Activity Report
 - (c) Monthly Personnel Report
 - (d) Review of all Inventory Adjustments Reports
 - (e) Report of Training Requirements
 - (f) TDY Reports of OL Offices, Station Audit Reports, etc.
- (4) An overall evaluation must be made of the Shipping and Receiving Procedure. In this connection a new Shipping Document has been developed and instructions for the use of this document are in preparation.
- (5) The policy concerning accountability and responsibility for Government property in the hands of contractors must be developed and the necessary regulatory issuances to implement the policy written.
- (6) The procedure for accounting for serialized supplies and equipment has been developed.
- (7) The overall policy and procedures governing accounting for lost, damaged or destroyed property must be re-evaluated.

4. Planning and Programming:

- (1) []
- (2) Field application and implementation of financial property accounting in those areas in which it is not now established.
- (3) Cost and volume study on the feasibility of central procurement and storage of motor vehicle parts.

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- (4) Conducting a study on the feasibility of and means for establishing a cost accounting system in the supply operation to determine operational cost and efficiency.
- (5) Determination of Supply Division's machine records requirements, evaluate use and need of present reports, determine overall requirements and coordinate with Machine Records Division on a schedule for meeting the requirements as needed.
- (6) Study of Supply requirements for a Supply Control Center in Europe and the feasibility of a Centralized Logistics Headquarters.

e. Operational Management:

- (1) A review and evaluation of overall Supply Division Table of Organization and existing structure is in process or programmed.
 - (a) A staff study is in process on [REDACTED] As a result of this study, a new structure designed to improve control and increase the utilization of personnel has been devised. Coordinated action is being taken with the Administrative Staff/OL to prepare a completed document for forwarding to the Management Staff.
 - (b) A study similar to the above is in process on Ordnance Branch, the Inventory, Disposal and Special Accounts Section, and in the Control Staff.
 - (c) Studies are programmed on the Building Supply Offices, Identification and Cataloging Branch, [REDACTED], and Depot Stock Control, Stock Management, Requirements and Vehicles Sections.
- (2) The Control Staff has been given the responsibility for conducting a review and evaluation of currently prescribed requisitioning and related supply procedures in order to ascertain the feasibility of further reduction of the administrative workload of field and headquarters operational elements. This is in accordance with a memorandum from the Special Support Assistant (Logistics), dated 12 April 1955.
- (3) The Control Staff is responsible for operational management of the supply activity and the development of a reporting system to evaluate such management

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efficiency. This responsibility in this respect is built upon the basic tenant of any supply program; namely, to appraise and control the cost of supply without impairing the ability to supply. Continuing review is required of stock management functions, document control, financial inventory control and accounting, and the identification and cataloging operations including standard pricing and classification of material within the catalogs.

- (4) The Control Staff is responsible for developing work measurement techniques and work measurement standards and for ensuring that such standards are met and maintained. As the direct representatives of the Chief, Supply Division, the Control Staff by conducting surveys and studies determines the efficiency or lack of efficiency of functions and operational segments, and is responsible for recommending such corrective action as may be required.
- (5) The Control Staff is responsible for the formation and administration of the Supply Division budget.

f. Area Activities:

Field visits should be made to the accountable and responsible field installations [redacted] Many problems exist which an active area activities program can help anticipate and resolve.

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g. Regulatory Issuances:

In addition to the foregoing, work is simultaneously in

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Equipment. A major requirement is a Consolidated Supply Manual for Headquarters Operations, but so far this projected publication is still far in the future. All publications must be constantly reviewed and revaluated in the light of latest available information and developments to insure timely amendatory action to keep supply operations and procedures current with Agency requirements and operations.

c. Real Estate and Construction Division (Space, Maintenance, and Facilities Branch). (Enclosure #3)

The situation today is virtually the same as that existing when our memorandum of 23 December 1954 was submitted, viz:

(1) There are positions in the Space, Maintenance, and Facilities Branch, aside from the Telephone Section which has twenty-five. All these positions are filled by well qualified employees carrying out essential functions. None of these positions can be eliminated without a corresponding curtailment of necessary services.



(3) Alterations and moving operations are not decreasing. Although several large scale projects have either been completed or are approaching final completion, other essential projects are required in conjunction with organizational changes and increased personnel complements.

Some progress has been made in preparation of assignment plans. Drawings were completed for East, North, Central and Administration Buildings since 15 December 1954. Although much remains to be accomplished in this field, preparation of assignment plans can only be effected when pressure of other deadlined projects is relaxed.

While it was confidently expected that a comprehensive survey of all Agency Departmental space would be accomplished, peak demands on SM&F Branch have delayed starting of the project.

Worthy of note are the man hours involved in preparation of data for the new Agency building; revamping of allotment control records, which has resulted in accurate current accounting of SM&F Branch expenditures and policing of Agency parking spaces necessitated by illegal parking, arranging for visitors, etc.

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(4) A more detailed list of the major projects handled by this Branch is given below:

a. Major projects completed since 23 December 1954:

1. Alterations and Renovations - DCI offices
Administration Building
2. Renovations - East Elevator - Administration Building
3. Tunnel between Administration and East Buildings
4. Utility Wiring - Alcott, Barton & Curie Halls, and
Building []
5. Utility Improvements - []
6. Renovations and Alterations - Wing 10, Second Floor,
Building [] - DD/P
7. Alterations - [] - Security Office
8. Renovations and Alterations - East Building - DD/S
and General Counsel
9. Alterations - [] Auditorium - Office of Training

b. Major Projects under construction:

1. Alterations and Renovations - M & Q Buildings, DD/I
2. Alterations and Renovations - [] TSS
3. Additional alterations and electrical installations,
Building [] - Staff D, DD/P
4. Installation of Belt Conveyor - Tempo [] - OL
5. Air Conditioning - Administration Building - ONE
6. Alterations and Renovations - [] - Motor Pool
7. Alterations and Renovations - Administration Building,
ONE
8. Renovations - Barracks Building - Military Personnel
9. Security Requirements - Administration Building,
Executive Registry
10. Extension of air conditioning duct, R&S Building,
Special Purchase Branch, OL

c. Proposed projects and those on which actual construction has not been started:

1. Fluorescent lighting - R&S Auditorium - Office
of Training
2. Fire Detection System - Curie Hall - Office of
Personnel
3. Alterations and Renovations - Quarters Eye - OO
and Logistics
4. Alterations and Renovations - Barton Hall -
after TSS move to []

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5. Alterations and Renovations - Curie Hall - Office of Personnel
6. Alterations and Renovations - I-J-K-L - required by DD/P in overall readjustments of space
7. Elevating [] Buildings approximately twelve inches - [] - to eliminate flooding of floors after heavy rains 25X1A
8. Regrading to provide adequate drainage - [] entire north side of building 25X1A
9. Construct new incinerator []
10. Install paint spray booth [] 25X1A
11. Install vapor degreaser - []
12. Install fluorescent lights [] - Special packing and crating area
13. Install 10 ton traveling conveyor - [] 25X1A
14. Interior painting - [] - DD/I 25X1A
15. Install large filters - [] - to eliminate accumulation of sand in water lines 25X1A
16. Modify air conditioning system and install humidity control equipment - North and Central Basements - TSS
17. Renovations to Vault A - 350 26th Street
18. Alterations and Renovations - Tempo Q - Watch Officer Area
19. Renovations and fluorescent lighting - third floor 2210 E Street - SA/PC
20. Renovations and vaulting - first and second floors 2210 E Street - ORR/DDI

NOTE: The above listings do not include numerous and varied construction items which individually are not classified as major projects. Other workload items such as preparation of assignment plans; reallocation of parking permits; moving operations; etc., are not included either.

(5) This information is submitted to substantiate the the retention on a permanent basis of the Administrative Services Officer position assigned to this branch.

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ADMINISTRATIVE STAFF (ENCLOSURE #4)

1. The need exists for constantly surveying the workload burden of operating elements and to suggest and recommend organizational changes which reflect changes in workload. Following are some examples of studies of this nature either initiated or monitored by the Administrative Staff during the past six months:

- a. The Mail and Courier Branch Staff Study submitted in December of 1954 required extensive planning, monitoring, revision, discussion, and coordination over a period of approximately five months before it was approved in early June 1955.
- b. The Planning Staff has submitted a request for an increase in T/O due to expansion of functions and activities. The Administrative Staff is responsible for assisting in the development of substantiating data for this type of study, and ensuring that the justification is submitted in accordance with actual needs.
- c. The Procurement Division has also submitted a similar request which likewise needs extensive development, review of workload and functions, and coordination prior to submission for management review.
- d. The Supply Division in conjunction with the Administrative Staff, is preparing a management study on the reorganization of the [redacted] Both management assistance and personnel assignments are involved; both require detailed development and supervision.

2. Of a more special nature, studies involving the following have also been undertaken:

- a. The monthly status report required by the I. G.'s Report on Office of Logistics is submitted to the Director of Logistics. This report makes many recommendations for which this office is either directly or indirectly responsible for implementing.
- b. The Printing and Reproduction Division has recently submitted a request to this Staff to review the current cost accounting system and other reporting systems, scheduling systems, and related procedures employed in the [redacted] The review is for the purpose of determining changes required, if any, to make these systems more effective and as efficient as possible with the resultant elimination of any unnecessary handling of work.

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3. In addition to the tasks enumerated above, this Staff is responsible for other management programs such as Reports Control, development and review of internal operating procedures, maintenance of functional operating manual, etc. Besides management programs, it is also responsible for:

- a. Overall staff supervision and coordination of logistics regulations, including the development and revision of both Agency issuances and those written for internal use.
- b. Review and evaluation of employee suggestions under the Incentive Awards Program. Approximately one-third of all Agency employee suggestions contain items or matters pertaining to logistics, and, therefore, must be reviewed and evaluated by this office.

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23 December 1954

MEMORANDUM FOR: Deputy Director (Administration)

SUBJECT : Request for Retention of ☐ Positions in LO

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REFERENCE : DD/A memo dated 21 July 1954 - Personnel Ceiling for the Logistics Office

1. Subject memorandum listed ☐ positions, the justification for which appeared questionable to the DD/A based on review of the Management Survey of the Logistics Office of June 1954. It was understood that continuation of these positions beyond 1 January 1955 would require further, adequate justification. Most of the positions in this category were staff type positions and the question of the amount of manpower devoted to the writing of regulations was paramount. Therefore, a careful review has been made of the work load pertaining to these positions, and particular attention has been given to the Logistics Office regulatory program from the standpoint of manpower and work assignments essential to the success of this program.

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2. A total of 70 logistics issuances have been published. An additional 91 issuances are scheduled for publication; of this number 25 are being formally coordinated, 27 have been written and are in the various stages of working level collaboration, and 44 have yet to be written. Detailed information on these regulations is contained in the outline dated 5 October 1954 and forwarded to your Office.

3. While gratifying progress has been made, it is apparent that we are only half-way through the writing and publishing of regulations. It is difficult, of course, to estimate how much work will be required by any given regulation because of the extensive time consumed in "coordination." However, we have gained enough experience (the program began in February 1953) to estimate, with some assurance, that at the current rate of progress with manpower now available, it will take an additional two years to complete the basic logistics and travel issuances.

4. The Transportation Division, for example, has made important progress in the publication of the Government-Owned Motor Vehicles issuances. However, the equally important Table of Vehicular Allowances, now being coordinated, will require extensive revision. Regulations covering Transportation of Government-Owned Property also require extensive revision and refinement, as does the issuance on Shipment of Household Goods and Personal Effects. Work has just begun on Motor Vehicle Replacement Standards. Better than 75 per cent of the task of publishing travel regulations lies ahead. This Division is now devoting

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5. As the additional detailed information under Tab "A" will indicate, it is definitely felt that any reduction in the number of chauffeurs would be contrary to Agency interests.

6. Of the 51 issuances scheduled to be written by the Supply Division, 26 have been published. Among the unpublished regulations are basic issuances just as important, if not more so than some already issued; for instance, the Basic [] Procedures Handbook, the [] Supply Procedures Handbook, and Requirements Forecasts Regulations and Handbooks.

7. The man-hours spent on regulations in the Supply Division total about three man-years. This represents but one phase, however, of the essential work carried out by the Control Staff as discussed under Tab "B".

8. There are [] positions in the Space, Maintenance and Facilities Branch, Real Estate and Construction Division, aside from the Telephone Section. All of these positions are filled by well-qualified employees carrying out essential functions. None of these positions can be eliminated without the curtailment of essential services. From the Division standpoint as a whole, the work load has remained virtually the same with one notable exception, that is the beginning of what will in the near future be a sizeable increase in work brought about by the planning required by the new CIA building. The major problem, therefore, is one of increasing the strength of the Real Estate and Construction Division rather than reducing the staff capabilities at this time. For additional information, please refer to Tab "C".

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Signed

JAMES A. GARRISON
Chief of Logistics

3 Enclosures:

- 1 - Tab "A", Trans. Div.
- 2 - Tab "B", Supply Div.
- 3 - Tab "C", Real Estate & Const. Div.

LO/AS/ECB:mel (21 Dec. 54)

RETENTION OF ☐ POSITIONS
APPROVED until 30 June 1955*

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Distribution:

- OMI - Addressee
- 1 - LO Official file, w/e
- 1 - LO/TD, w/o/e "A"
- 1 - LO/SD, w/o/e "B"
- 1 - LO/RE, w/e "C"
- 1 - Signer, w/e
- 1 - LO/AS/MAB, w/e

Added - 28 Jan '55:

OMI - DD/A w/o attachments

/s/
L. K. WHITE
Deputy Director
(Administration)
27 January 1955
Date

If they cannot be abolished by 30 June 1955 justification for retention must reach this office not later than 15 June 55.

0 - O/L0

1 - AD/P

1 - Comp

1 - Mgmt Stf

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1 - "Subject"

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JUL 21 1954

MEMORANDUM FOR: Chief of Logistics

SUBJECT: Personnel Ceiling for the Logistics Office

1. The Table of Organization recommended by the Management Staff in its study of the organization and staffing of the Logistics Office, dated 30 June 1954, has been reviewed and the following immediate adjustments made thereto:

Eliminate

Transfer

a. Technical Review and Policy Staff

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- 1/ Transfer to Special Purchase Branch.
- 2/ Transfer to Supply Operations Branch, Requirements Section.

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Change in Class. ☐

Declassified ☐

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Number

d. Real Estate & Construction Division

Space, Maintenance & Facilities Branch

Administrative Service Officer

1

[Redacted Box]

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3. The position of Illustrator (General), GS-7, in the Support Section of the Planning Staff has been allowed to remain in the T/O, with the understanding that this graphic facility is to be available to and do work for all components of the Deputy Director (Administration) organization. This facility will be reviewed after the DD/A offices have been advised of this service and have had sufficient time to make use of it. The position of Security Officer, GS-11, on the Security Staff, has been allowed to remain in the T/O, pending further study as to its necessity.

4. Effective 21 July 1954, the ceiling of the Logistics Office is [Redacted] and this ceiling is to be further reduced by 1 January 1955 to [Redacted] unless temporary extension of any of the [Redacted] positions is authorized prior to that date.

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L. K. WHITE
Deputy Director
(Administration)

SA-DD/A:WHM:mrp (20 July 1954)

Distribution:

- 1 - DD/A Chrono
- 1 - DD/A Subject

cc: Comptroller
Management Staff
Personnel Office

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